

## Message Text

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C O N F I D E N T I A L STATE 161635

E.O. 11652:GDS

TAGS: NATO, AORG, MARR

SUBJECT:LONG-TERM DEFENSE PROGRAM (LTDP) FOLLOW-THROUGH-  
--ORGAIZATIONAL FUNCTIONS AND RESPONSIBILITIES

1. OUR COMPOSITE VIEWS ON VARIOUS ASPECTS OF LTDP FOLLOW-  
THROUGH MACHINERY ARE FURNISHED BELOW. WE RECOGNIZE  
SENSITIVITY ON PART OF LUNS WITH REGARD TO PREPARATION  
OF HIS REPORT ON NATO FOLLOW-THROUGH ARRANGEMENTS AND  
HIS LIKELY NEGATIVE REACTION TO ANY ACTION HE MIGHT SEE  
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AS PREEMPTION OF HIS PERSONAL PREROGATIVES. BUT, UNLESS  
MISSION SEES COMPELLING REASONS TO THE CONTRARY, WE  
BELIEVE INTERNATIONAL STAFF SHOULD AT AN APPROPRIATE  
WORKING LEVEL HAVE INFORMAL BENEFIT OF BROAD OUTLINES OF  
THESE INITIAL US VIEWS. WE THEREFORE LEAVE TO MISSION'S  
DISCRETION HOW BEST TO INFLUENCE INITIAL NATO DRAFTING.

2. FIRST, WE WISH TO MAKE CLEAR THE COMPLEX U.S. POSITION ON STAFFING. THIS PARAGRAPH MUST INFLUENCE HOW YOU PRESENT THE INFORMATION IN THE SUCCEEDING PARAS. OUR POSITION IS THAT MANY OF THE FUNCTIONS TO BE CARRIED OUT IN MONITORING AND COORDINATING LTDP IMPLEMENTATION ARE NOT (REPEAT NOT) NOW BEING PERFORMED IN NATO AND WOULD REPRESENT NEW TASKS. MANY OF THEM WOULD INVOLVE MILITARY PERSONNEL, WHEREAS THIS MESSAGE DEALS WITH CIVILIAN PERSONNEL ASPECTS ONLY. TO THE EXTENT THAT PERFORMANCE OF THESE ADDITIONAL TASKS CAN BE ASSURED WITHOUT PERSONNEL AUGMENTATION, EITHER BY BETTER UTILIZATION OF EXISTING CAPABILITY OR BY ELIMINATION OF LOWER PRIORITY FUNCTIONS, AND REALIGNMENT OF TASKS, THIS MUST BE DONE. IT IS ESSENTIAL THAT LUNSEXPLORETHESE POSSIBILITIES AS PART OF HIS ACTION ON DRAWING UP HIS REPORT. HOWEVER, WE MUST REALISTICALLY EXPECT THAT ESPECIALLY IN CASES SUCH AS LOGISTICS, ARMAMENTS COLLABORATION, EW, AND AIR DEFENSE, EXAMINATION MAY REVEAL A GENUINE NEED FOR NET ADDITION OF CIVILIAN STAFF FYI DOD FEELS THAT MILITARY STAFF INCREASES MIGHT PRESENT LESS OF A PROBLEM END FYI. ANY SUCH CONCLUSION MUST COME AFTER THOROUGHLY REVIEWING ALTERNATIVE POSSIBILITIES AND NOT AS A STARTING PREMISE. NET PERSONNEL INCREASES THAT MIGHT REQUIRE SUPPLEMENTARY APPROPRIATIONS ARE NOT LIKELY TO BE APPROVED, AND, IN ANY CASE WOULD INVOLVE CONSIDERATION BY THE HIGHEST LEVELS OF THE US GOVERNMENT, INCLUDING CONGRESS. OF COURSE, WE

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WOULD NORMALLY EXPECT THAT NOT ALL PERSONNEL REQUIREMENTS, ESPECIALLY NEW REQUIREMENTS, WOULD NECESSARILY FALL DUE AT THE SAME TIME. ON THE CONTRARY WE HOPE THAT LUNS' RECOMMENDATIONS WOULD IDENTIFY INITIAL REORGANIZATIONS AND REALIGNMENTS AS WELL AS ANY RESIDUAL NET INCREMENTS DESIRED.

3. OFFICE OF THE DEPUTY SECRETARY GENERAL. WE HOPE THAT LUNS WILL COME TO CONCLUSION THAT PETRIGNANI COULD PROFITABLY USE A SENIOR STAFF ASSISTANT IN DIRECT SUPPORT OF PETRIGNANI'S CONTINUING RESPONSIBILITIES AS LUNS' SENIOR ASSISTANT WORKING ON DEFENSE MATTERS, AND PETRIGNANI'S CONTINUING RESPONSIBILITIES AS CHAIRMAN OF THE EWG. WE ALSO HOPE THAT LUNS WILL RECOMMEND ADDING A SMALL PROGRAM REVIEW STAFF OF TWO OR THREE PROFESSIONALS TO PETRIGNANI'S OFFICE.

4. AN ASSISTANT SECRETARY GENERAL FOR LOGISTICS. WE HOPE FOR EARLY AGREEMENT ON THIS. WE WOULD APPRECIATE MISSION VIEWS ON HOW TO PROCEED. ON THE ONE HAND, WE WOULD FAVOR CONVERTING THE POSITION OF DIRECTOR, OFFICE OF COUNCIL OPERATIONS AND COMMUNICATIONS TO POSITION OF ASSISTANT

SECRETARY GENERAL FOR LOGISTICS, WITH RESPONSIBILITY FOR LOGISTICS AND INFRASTRUCTURE. (WALSH TOLD KOMER HE WOULDN'T FIGHT TOO HARD TO KEEP LATTER AND WOULD DEFINITELY LIKE C3 ASPECTS OF MACBRIEN POST REASSIGNED TO HIM). WE SEE THIS AS ESSENTIAL FOR BREAKING NEW GROUND IN THE FIELD OF CONSUMER LOGISTICS, WHERE LITTLE HAS BEEN ACCOMPLISHED TO DATE. WE WOULD FAVOR REASSIGNING THE COUNCIL OPERATIONS AND COMMUNICATIONS FUNCTIONS TO ASG DEFENSE SUPPORT. WE ALSO FORESEE THE NEED FOR AN INCREASED LOGISTICS PLANNING

STAFF IN SUPPORT OF THE ASG FOR LOGISTICS. ON THE OTHER HAND, WE CONSIDER C3 ASPECTS OF MACBRIEN POST OF GREAT IMPORTANCE, AND WOULD NOT LIKE TO SEE A VOID IN LEADERSHIP OF THIS IMPORTANT PROGRAM. THUS, IF AGREEMENT ON CONFIDENTIAL

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ASYG FOR LOGISTICS IS NOT LIKELY TO BE ACHIEVED WITHIN THREE OR FOUR MONTHS, IT MIGHT BE BETTER TO REPLACE MACBRIEN IN HIS PRESENT POSITION NOW, AND REALIGN FUNCTIONS LATER.

5. ANALYTICAL CAPABILITY. WE CONTINUE TO SEE THE NEED FOR A STRENGTHENED ANALYTICAL CAPABILITY AT NATO HEADQUARTERS. THIS WOULD, AMONG OTHER THINGS, GIVE NATO AN IMPROVED CAPABILITY TO DRAW NATIONAL DEFENSE PROGRAMS CLOSER TOGETHER TO BETTER SERVE OVERALL ALLIANCE NEEDS. THIS WOULD ENTAIL , FOR EXAMPLE, ANALYSIS AND COSTING OF PROPOSED COOPERATIVE PROGRAMS.

6. PROGRAM MONITORS. WE BELIEVE THAT THERE MUST BE A SENIOR INDIVIDUAL - PREFERABLY AN MNC OR ASG - AS MONITOR FOR EACH OF THE NINE PROGRAMS. HE WOULD BE RESPONSIBLE FOR SEMIANNUAL INPUT REPORTS ON PROGRAM PROGRESS (FALL) AND ON PROGRAM CHANGE (SPRING). WHILE HE WOULD HAVE NO DIRECTIVE AUTHORITY, HE WOULD HAVE ACCESS TO NATO COUNTRIES AND NATO COMMITTEES OR AGENCIES AND WOULD RECOMMEND COORDINATION OF IMPLEMENTATION MEASURES AS APPROPRIATE. WE ASSUME THAT MOST OF THE FUNCTIONS WOULD BE CARRIED OUT BY A SENIOR OFFICER DESIGNATED BY THE MNC OR ASG AS HIS REPRESENTATIVE IN THE SPECIFIED PROGRAM.

7. EWG. WE ASSUME LUNS AND PERMREPS WOULD WISH TO CONTINUE EWG AS CENTRAL SUPPORTING AGENCY FOR DPC PERMREPS IN MONITORING AND COORDINATING ONGOING WORK IN LTDP. WE HEARTILY AGREE. FYI. WE RECOGNIZE DRC CONSISTS OF GENERALLY SAME MEMBERS AS EWG, BUT SCOPE OF NORMAL EWG COVERAGE IS MUCH BROADER, AS EVIDENCED BY ASSIGNMENT OF DEPSEC GENERAL AS CHAIRMAN EWG; MOREOVER RELATIONSHIP BETWEEN EWG AND MC SEEMS TO BE A USEFUL ONE. END FYI. CONFIDENTIAL

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8. PROCEDURES. WE WISH TO MAINTAIN MINISTERIAL CHARACTER OF LTDP BY ARRANGING FOR AN LTDP REPORT FOR EACH MINISTERIAL MEETING. ONLY BY BRINGING PROBLEMS OR RECOMMENDATIONS TO MINISTERS CAN WE BE ASSURED THAT HIGH-LEVEL INTEREST IS MAINTAINED. WE DO NOT WANT LTDP MANAGEMENT PROBLEMS TO BE SUBMERGED IN ROUTINE FORCE PLANNING PROCEDURES OR TO BE REPORTED TO MINISTERS ONLY AS THE PRESS OF OTHER BUSINESS PERMITS.

9. RELATIONSHIP WITH OTHER NATO DEFENSE PLANNING. AS A

CONTINUING MASTER PLAN FOR APPLICATION OF PRIORITY EFFORTS IN NATO DEFENSE IMPROVEMENTS, THE LTDP NECESSARILY TOUCHES ON SUBJECTS OR FIELDS OF ACTION FALLING UNDER ALMOST EVERY NATO COMMITTEE DEALING WITH DEFENSE MATTERS. WE ENVISAGE THAT THE DEPUTY SECRETARY GENERAL, AS CHAIRMAN EWG, WILL INFORM THESE COMMITTEES THROUGH THEIR CHAIRMEN ON THE RELATED MINISTERIAL AND SUMMIT LTDP DECISIONS. WE ASSUME THAT 1979 MINISTERIAL GUIDANCE WILL DIRECT THAT LTDP DECISIONS BE REFLECTED IN ALL NATO DEFENSE PLANNING ACTIVITY, AND THAT THOSE PORTIONS OF THE LTDP RELEVANT TO FORCE GOALS ARE TO BE INCORPORATED IN THE FORCE GOALS (AND NOT IN THE CHALLENGE ELEMENT) FOR 1981-1986. WE SEE A VALUABLE ROLE FOR THE CHAIRMAN EWG AND PROGRAM MONITORS IN THIS PROCESS OF BROAD FOLLOW-THROUGH THROUGHOUT THE NATO COMMITTEE AND AGENCY STRUCTURE AS APPROPRIATE.

10. LONG-TERM DEFENSE PLANNING. WE ARE AWARE OF THE VARIOUS OTHER APPROACHES TO DEFENSE PLANNING OVER THE LONG-TERM, PRIMARILY CENTERING AROUND THE FIELD OF LONG-TERM COOPERATION IN ARMAMENTS (NAPR, PAPS), BUT ALSO ENCOMPASSING THE POSSIBLE MODIFICATION OF THE CURRENT NATO DEFENSE PLANNING SYSTEM (MILITARY AND ECONOMIC APPRECIATIONS, MINISTERIAL GUIDANCE, FORCE GOALS, FORCE

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PLANS) TO EXTEND ITS FORWARD PROJECTIONS. WE PREFER TO LEAVE LTDP IMPLEMENTATION ENTIRELY SEPARATE FROM THESE CONSIDERATIONS.

11. COOPERATIVE ARMAMENTS PLANNING. A MAJOR PART OF LTDP FOLLOW-THROUGH FALLS TO THE CNAD. THE SCOPE AND THE POTENTIAL OF THE CNAD ARE ADEQUATE TO THE TASK. HOWEVER,

IT HAS BEEN HAMPERED IN THE PAST BY NATIONAL STAKES IN THE DEVELOPMENT OF PARTICULAR WEAPONS SYSTEMS AND BY CNAD PROCEDURAL ARRANGEMENTS. WE BELIEVE OUR PROPOSED APPROACH TO THE TRANSATLANTIC DIALOGUE (STATE 150250), AND IN PAPS/NAPR WHEN IT IS DEVELOPED, GIVES PROMISE OF HEADWAY IN THIS ESSENTIAL AREA OF FOLLOW-THROUGH. OUR APPROACH TO TAD WOULD PUT OPERATIONAL RESPONSIBILITY ON DEPUTY NADS, WOULD PROCEED WITH WEAPONS SYSTEMS IDENTIFIED BY LTDP FOR COOPERATIVE DEVELOPMENT, AND WOULD PURSUE COOPERATIVE DEVELOPMENT THROUGH WEAPONS FAMILY CONCEPT. WE WOULD APPRECIATE MISSION ASSESSMENT OF ANY DESIRABLE COMPLEMENTARY STEPS. VANCE

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